# 4.1 Common IT Service Lifecycle Processes

SMM 2.0 – Organizational Overview

This document details the organizations associated with Master Agreements between IT Infrastructure Services Program (ITISP) Providers and COV's VITA. The purpose of ITISP Governance is to protect, enhance, and grow the Integrated Services Platform (ITISP). ITISP Governance will manage the contractual requirements and performance of suppliers, maintain relationships with Customers, and monitor the ability of VITA and suppliers to meet the objectives outlined in this SMM. It will provide forums for participants to understand each other's objectives, ensure commitments are being met, and implement changes as needed.
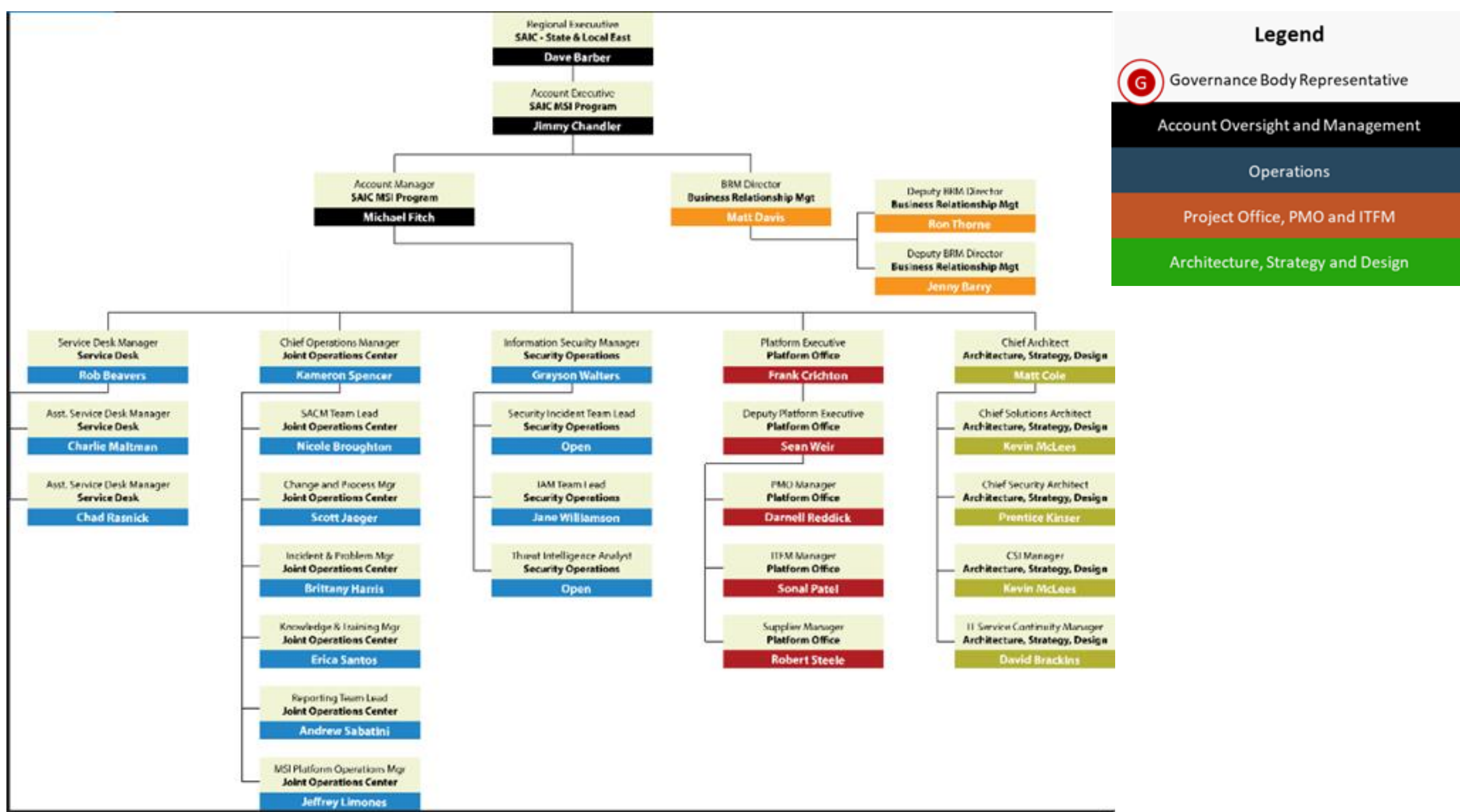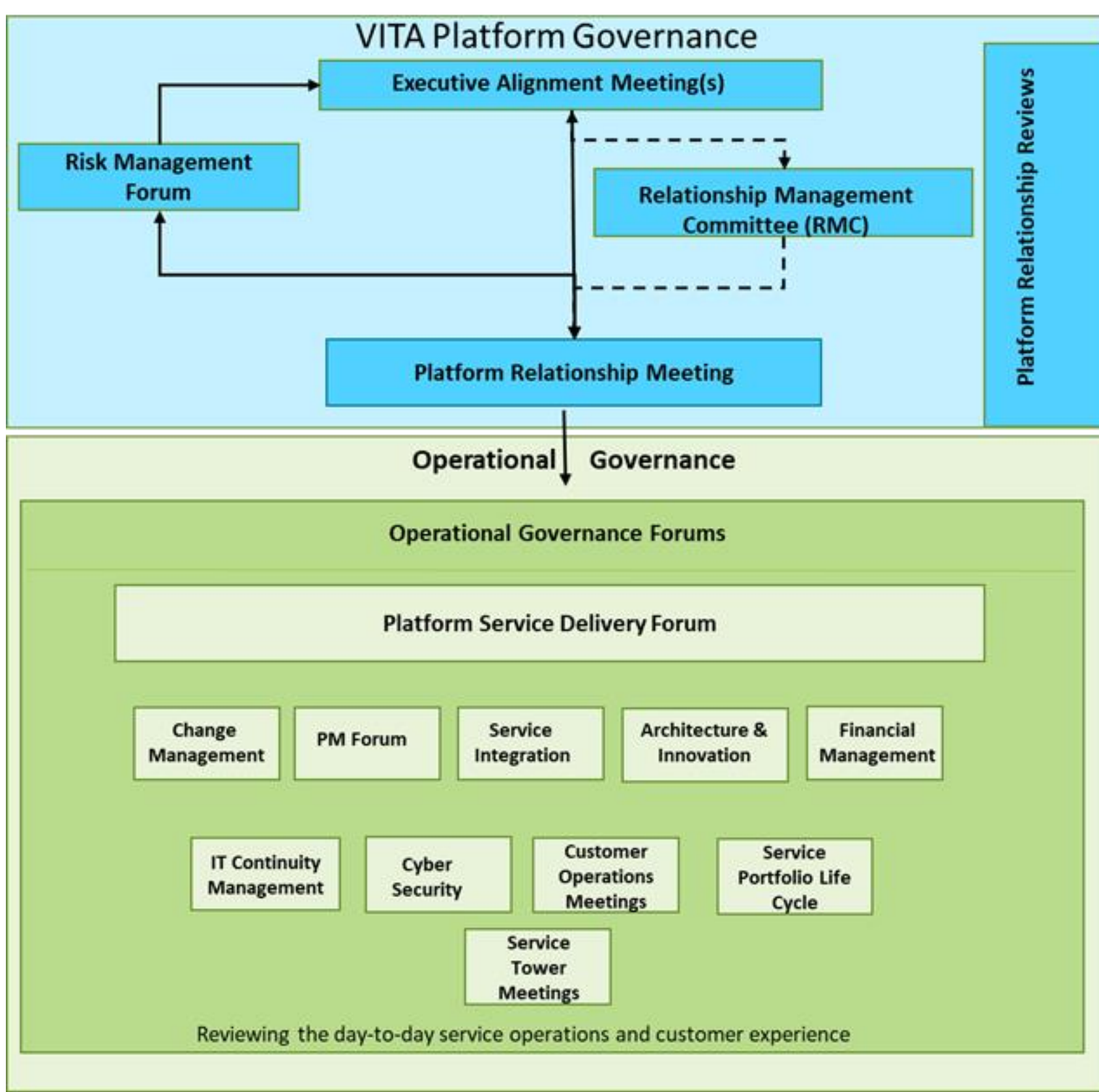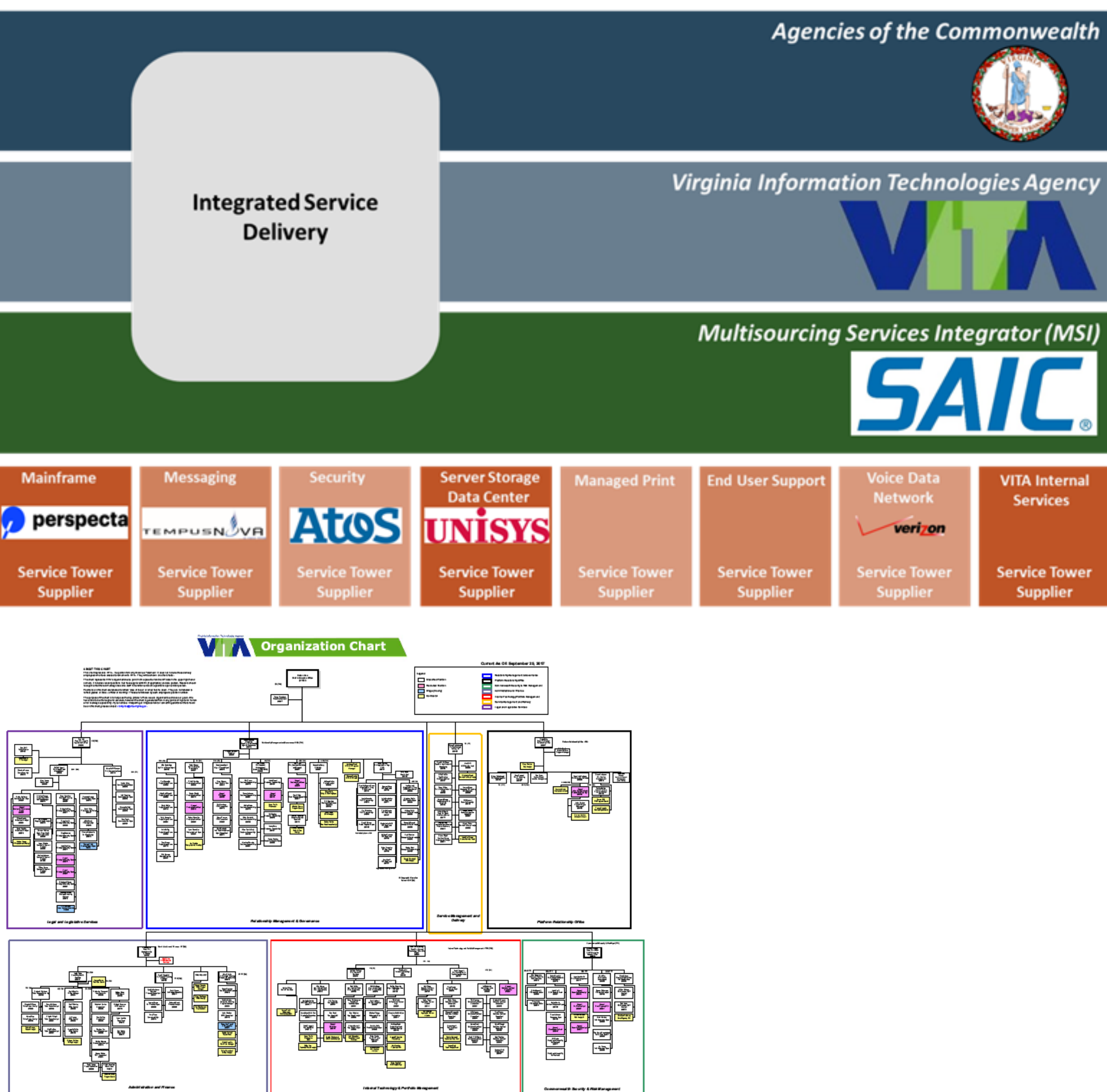
SMM 4.1.1 – Platform Management

Platform Management scope includes: 1) Relational and Operational Governance (Process described in SMM Document 2.0); 2) Program Management Office (Process described in SMM Document 4.1.1.1); 3) Project Portfolio Management and Reporting System (Process described in SMM Document 4.1.1.2); 4) Ongoing Programs (Process described in SMM Document 4.1.1.4); 5) Financial Management (Process described in SMM Document 4.1.2.3); 6) Demand Management (Process described in SMM Document 4.1.2.5); 7) Supplier Management (Process described in SMM Document 4.1.3.9)
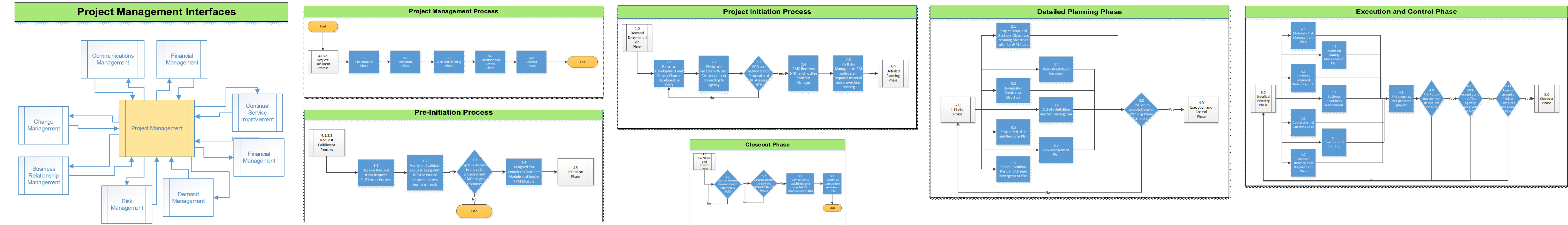
The Platform Management Office (PFO) will have oversight and responsibility for maintaining and improving service quality of MSI, STS, and Third Party Vendors. The PFO will implement integrated managerial and IT Service Management discipline, processes, and procedures that focus on: 1) Maintaining and improving service quality provided by the MSI, STSs, and Third Party Vendors; and, 2) Providing visibility and accountability to VITA that ensures alignment between stakeholder needs and innovative, high-quality IT service delivery.

To support the MSI environment, the PFO will provide: 1) IT Financial Management services to identify the balance between the cost and quality of services, and to maintain the balance of supply and demand between the service provider and their customer; 2) Supplier Management services to provide a management point of contact and oversight for each STS; 3) Demand Management services to analyze patterns of activity and service usage as a way to understand and predict customer demand for services; 4) Project and Program Management services to execute projects and programs across multiple suppliers; and, 5) Governance Support services to support the Relational and Operational Governance Forums.

The PFO, through Demand Management, acts as the intake point of customer requests for services. These requests are fulfilled through the Program Management Office or Current and Ongoing Projects and Programs units in the PFO in conjunction with other units in the MSI and the Service Tower Suppliers (STS). The IT Financial Management and Supplier Management units in the PFO monitor STS activities throughout the service delivery lifecycle. Keystone Edge and CENTER facilitate the PFO's automated operations.

SMM 4.1.1.1 – Program Management Office (PMO)

Manages and oversees the portfolio of approved projects. Provides program management and oversight for all project activities, and outlines the required processes and activities to follow ensuring MSI projects executed by Multi-Services Sourcing Integrator (MSI), Service Tower Suppliers (STS), and Third Party Vendors are managed efficiently and effectively to meet COV expectations, its agencies, VITA, and the Information Technology Infrastructure Services Program (ITISP) as documented in Project Management Body of Knowledge (PMBOK). Requests received from Demand Management would trigger entry into the Project Management Processes. Demand Management identifies these requests as services that must be fulfilled by a project. PMO seeks to follow Project Management Institute best practices to improve service quality provided by the MSI, STSs, and Third Party Vendors. The PMO covers the following: 1) Provides an adaptive service framework to quickly respond to changing conditions and service delivery needs in the Commonwealth; 2) Leverages Keystone Edge Service Management System (SMS) to plan for and be ready to fulfill fluctuations in demand; 3) Improves integration of processes and procedures to automate the management of the SMM, rapidly onboard new suppliers, and manage the provisioning of improved services; 4) Provides a means to provide transparency and accountability for services for VITA solutions and service support; 5) Embodies continuous process and quality improvement in PMO practices; 6) Enhances communication and awareness across the enterprise via open and automated reporting; 7) Establishes the processes and standards of performance for the Service Tower Supplier (STS) projects; 8) Provides direct support and coordinate the involvement of Service Tower Suppliers in support of Customer projects under the purview of Commonwealth project management governance, as required and in accordance with the Commonwealth Project Management Standard; 9) Monitors and controls all projects and programs, including the communication and management of program and portfolio status, risks, issues, project slippage reporting, project change requests, etc.; 10) Provides overall structure for project and portfolio management including resources, policies, processes, and procedures, compliant with VITA Rules and as documented in the SMM

SMM 4.1.1.2 – Project Portfolio Management and Reporting System

Scope includes: 1) Platform Office (Process described in SMM Document 4.1.1); 2) Program Management Office (Process described in SMM Document 4.1.1.1); 3) Ongoing Programs (Process described in SMM Document 4.1.1.4). The Program Management Office (PMO) will have oversight and responsibility to manage MSI, STS, and Third Party Vendors. The PMO will implement integrated managerial and IT Service Management discipline, processes, and procedures that focus on: 1) Maintaining and improving service quality provided by the MSI, STSs, and Third Party Vendors; 2) Managing a Portfolio of Projects providing cost-effective and competitive desired services to the agencies; and, 3) Providing the visibility and accountability to VITA that ensures alignment between stakeholder needs and innovative, high-quality IT service delivery. The PPM module of the Keystone Edge tool will focus on: 1) Managing a Portfolio of Projects providing cost-effective and competitive desired services to the agencies; 2) Providing the transparency, visibility and accountability to VITA that ensures alignment between stakeholder needs and innovative, high-quality IT service delivery; 3) Enhancing communication and awareness across the enterprise via open and automated reporting.
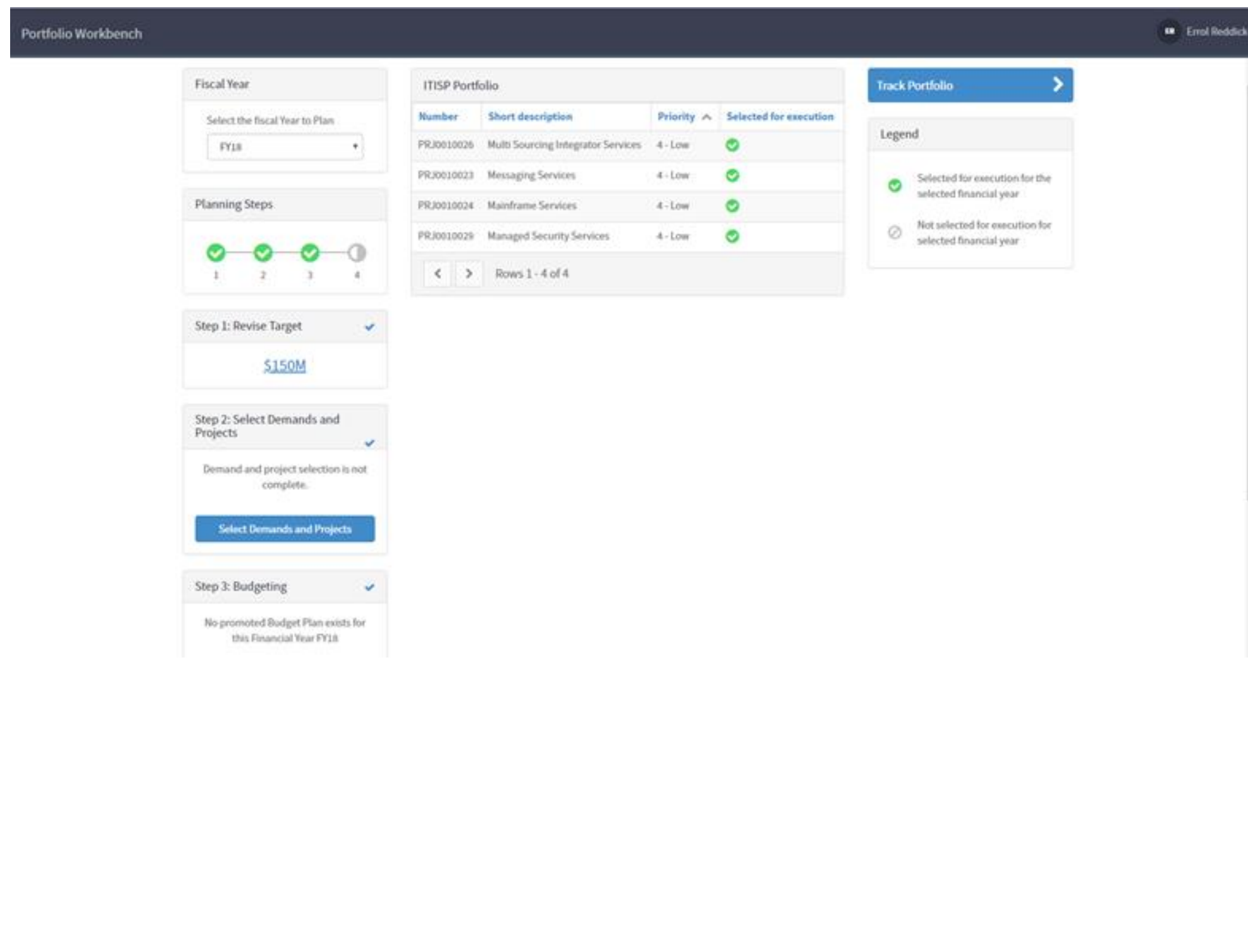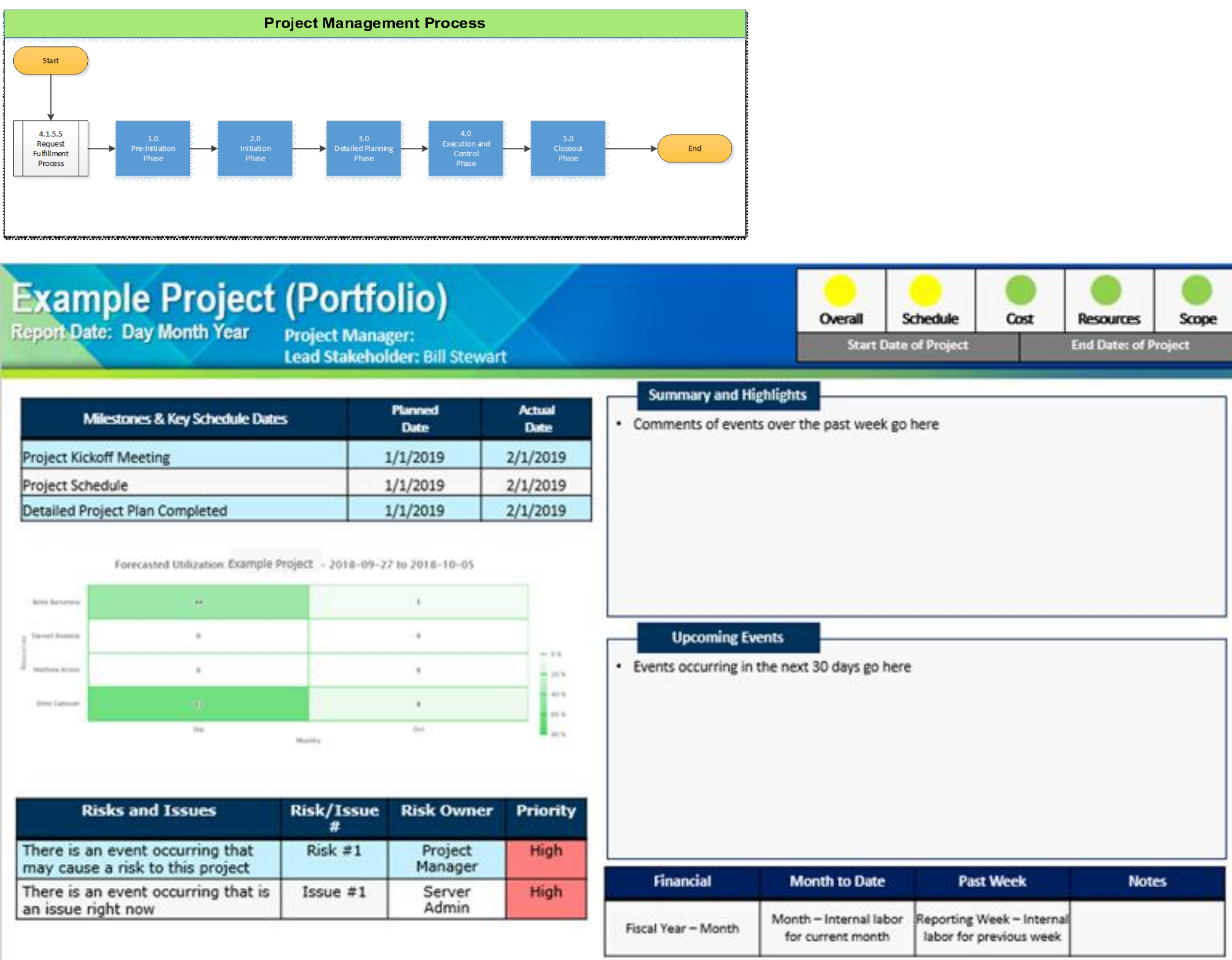
When entering and viewing Status Reports, the PMO has adopted the following definitions for "red", "yellow" and "green".

Indicator	Scope	Schedule	Budget	Overall
Green	Change < 10% added	On schedule.	Change < 10% added	All project goals will be met
Yellow	Change ≥ 10% added is likely	Task is late, but little to no impact on overall end date. No impact on overall end date.	Change ≥ 10% added is likely	At least one project goal is in jeopardy
Red	Change ≥ 10% added is certain	Task is late. Definite impact on at least one major milestone or project completion.	Change ≥ 10% added is certain	At least one project goal will not be met

SMM 4.1.1.4 – Ongoing Programs

Outlines required processes and activities to follow ensuring maintenance of critical enterprise initiatives, called On-Going Programs, which are initiated, executed, and accomplished within specific timeframes regardless of competing operational efforts. Identified processes within this lifecycle phase will facilitate and carry out all activities to deliver and support services. By adopting the Ongoing Program's best practices processes derived from the ITIL framework, the following business values are expected: 1) Leveraging Keystone Edge (KSE) Service Management System (SMS) providing an increased level of transparency; 2) Ensuring these Ongoing Programs do not "slip through the cracks" during transition, and are successfully maintained, executed, and completed; 3) Leveraging KSE's SMS to plan for and be ready to fulfill fluctuations in demand; 4) Embodiment of a continuous process and quality improvement in PMO practices. The scope of Ongoing Programs outlines the required processes and activities to follow ensuring maintenance of critical enterprise initiatives, called On-Going Programs are initiated, executed, and accomplished within specific timeframes regardless of competing operational efforts. Triggers for this module include: 1) Ongoing Program identified for transition, and; 2) Approval of an Ongoing Program triggers the commencement of this process.
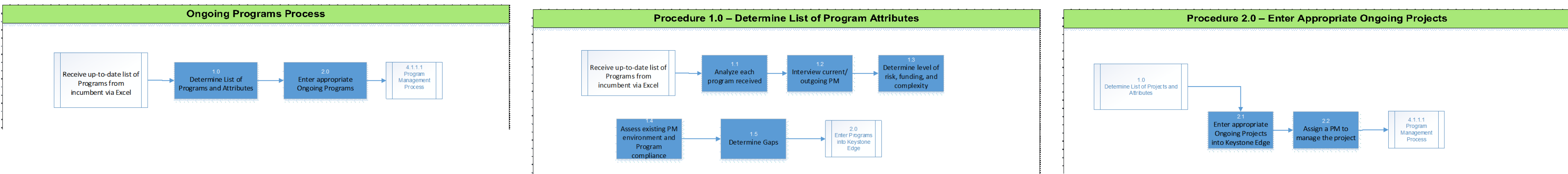
SMM 4.1.2.3 – Financial Management (ITFM)

Not in iCenter as of Oct-17-2018 check.

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SMM 4.1.2.5 – Demand Management (DMDM)

Helps an organization understand and predict customer demand for services. At a strategic level this can involve analysis of patterns of activity and service usage. At a tactical level it can involve resource rationalization mechanisms to encourage shifts in demand. Ultimately, Demand Management creates the opportunity to better understand customer needs and feed them directly into Service Strategy and Service Design-related processes. This direct feed helps service providers optimize the service potential by offering the right mix of services customized in the ways that are identified to be critical by the business. VITA's definition of Demand Management is: Demand Management is the process that seeks to understand, anticipate and influence customer demand for services; ensuring those services are designed, tested and delivered in support of COV desired outcomes. Demand Management enables ITISP to evaluate the actual investment required to achieve business outcomes at varying levels of activity to optimize operating costs. Demand Management objectives are: 1) Encourage VITA Customers to make the most effective use of the Services provided by MSI and the related Service Tower Supplier (STS) resources; 2) Assist VITA with minimizing the costs to COV while maximizing the value received from the aforementioned Services; 3) Work to align STS resource availability to VITA/COV customer's demand for available and accessible services by coordinating, collating and reporting predicted and actual consumption data from the STSs; 4) Report STS business activity patterns to VITA with a focus on identifying trends and risks that may cause service failures; this trend analysis will be delivered on a monthly basis and will include seasonal or annual trending analysis; 5) Further integrate Demand Management with other ITIL processes and native VITA processes to better manage long-term demand for STS-provided resources; 6) Better integrate with STSs to identify and resolve over- or under-utilization issues quickly; 7) Establish demand forecasting process for customers' project requirements in coordination with VITA, STSs, and approved Third Parties; 8) Identify new development opportunities where MSI/STS offered services could enhance existing customer experiences or meet a currently unmet customer need; 9) Complete Demand Records as needed to initiate investigation of potential new or changed services or products where a designed and standard service does not exist in the service catalog. Triggers include: 1) Ideation Request (Idea Record Created); 2) Outputs of the BRM customer engagement; 3) Request for a new or changed service; 4) New Patterns of Business Activity (PBAs) or User Profiles (UPs).
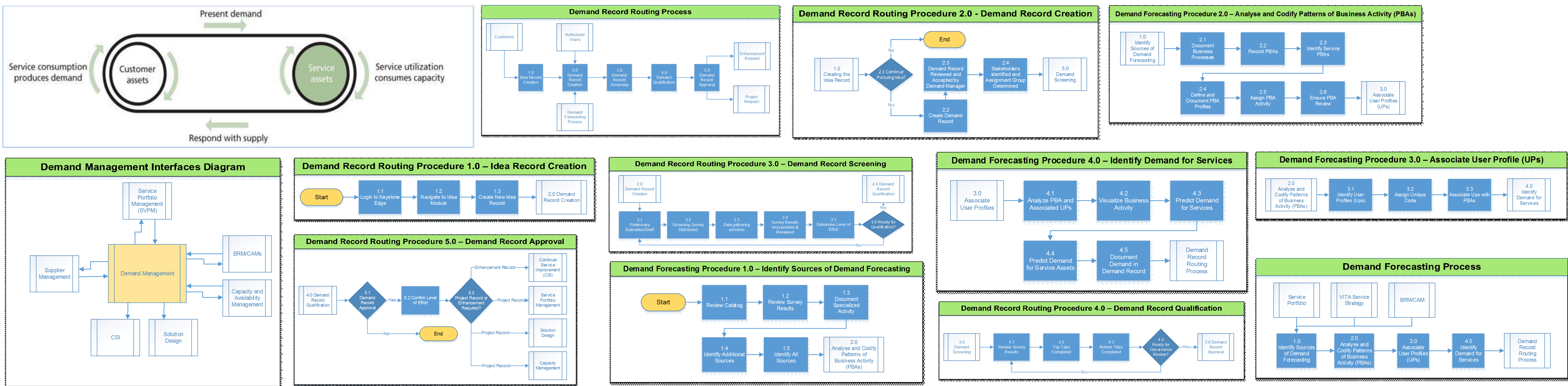
SMM 4.1.3.9 – Supplier Management

Enable efficient and effective operation of the MSI Environment by providing a management point of contact and oversight for SAIC with each Service Tower Supplier (STS). The dedicated Supplier Manager (SM) will be responsible for this function across the program, supported by Business Relationship Managers (BRMs) who will be assigned to corresponding STS Management operations. Scope: Supplier will manage integrated delivery of the Service Tower Services by the STS in the best interests of the COV. SM processes and responsibilities are as follows: 1) Supplier Management will share oversight of Service Tower Suppliers (STS) with VITA and ITISP Governance; However, contracts will be established and owned by VITA; 1a) Supplier will establish OLA with Service Tower Suppliers; 1b) Supplier will collect and report service level and key measure details from STS; 2) Supplier Management will work with STS where VITA or Customers report that Customers are experiencing performance problems; 3) Supplier Management will establish acceptable methods of communication with STS and Third Party vendors to plan, resolve issues, mitigate risks, and resolve disputes; 4) Supplier Management will report to VITA and ITSP Governance the status of projects, issues, risks and disputes; 5) Supplier Management will maintain the portfolio of projects and the involvement of STSs in those projects; 6) Supplier Management may recommend replacement or addition of STSs and work with VITA to develop requests for proposals (RFP); 7) Supplier Management will coordinate the development of new and changed (significant changes) services with STS; 8) Supplier Management will monitor business changes in the STS organizations and identify impact on the ITISP and report those to VITA; 9) Supplier Management will work in conjunction with VITA Customer Account Managers (CAMs) and SAIC Business Relationship Managers (BRMs) to identify Demand Requests and coordinating resource requirements with STSs; 10) Supplier Management will act as a management escalation point for service delivery and performance issues with assigned suppliers; 11) Supplier Management coordinates supplier technology and new service offering proposals; 12) Supplier Management ensures that STS services are available as requested by VITA and Customers as agreed to service levels and are performed in accordance with established OLAs; 13) Supplier Management will consolidate requirements for strategy and design of new external services, scanning the market for potential providers, negotiating with the selected supplier, and assisting in the on-boarding of external suppliers and service roll-out to customers; 14) Supplier Management is responsible for working in tandem with the BRMs in ensuring that value of services obtained from all STSs meets or exceeds Customers' expectations; 15) Supplier Management will work with any new proposed Service Provider in development of contractual SOW for consideration by VITA; 16) Supplier Management will perform management and oversight of service delivery, including escalation when OLA and/or SLAs are in danger of breach; 17) Supplier management will act as an escalation point for Major incidents; 18) Supplier Management oversees progress on relevant Continual Service Improvement initiatives; 19) Supplier Management coordinates audit activities and oversite of remediation action plans.